THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON, DC

FACULTY SALARY EQUITY REVIEW: PROGRESS REPORT

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BACKGROUND: SALARY EQUITY COMMITTEE AND METHODS

- Origins: The Salary Equity Committee was first established and administered by VP for Academic Affairs Don Lehman; fresh look in 2018 under leadership of then-Vice Provost for Faculty Affairs Chris Bracey

- Purpose: Advance the University's objective of ensuring that faculty salary allocations are based on legitimate factors

- Principal Task: Develop a reliable method of reviewing faculty salaries to initially identify potential salary "outliers"

- Follow-on Tasks performed by University Administrators within Provost's Office:
  - (1) Solicit from Deans any legitimate factors that may have contributed to any disparity or outlier status; and
  - (2) Work with schools to adjust salaries for faculty members where warranted

SALARY EQUITY COMMITTEE – LEGITIMATE FACTORS

- Market factors at the time of hire
- Status or rank at the time of hire (e.g., hiring laterally with tenure)
- Differences in comparable appointment status (e.g., tenured v. regular non-tenured v. specialized)
- Retention adjustments to salary
- Special contractual arrangements
- Other special circumstances, e.g., hire to fill a unique vacancy
- Productivity issues
- Any other legitimate factor that might distinguish a particular faculty member from their peers.

SALARY EQUITY REVIEW – METHODOLOGY

- Statistical Regression Analysis of Actual Salary by School* using September 2023 salary data
- Account for:
  - Department
  - Rank
  - Time in Rank
- Two Statistical Models
  - Full (inclusive of all regular faculty)
  - Excludes faculty hired with tenure
- Potential outliers = faculty salaries that are greater than one standard deviation from the regression curve

* CCAS divided into three cohorts: Physical Sciences, Social Sciences, Arts & Humanities

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SALARY EQUITY REVIEW – A CLEAN "DECODED" EXAMPLE

GWID	Name	Last_Name	School1	RankClean	Department1	Yrs_in_Ran	Salary	Tenured_a	Full Model ZRE_1	Excluded Model ZRE_2	Intended Adjustment	ZRE_1 Value After Adjustment	ZRE_2 Value After Adjustment	Full Model STD	Excluded Model STD
	Alex		VET MED	Professor	SMALL ANIMAL SPEC	6.33	104059.00	N	-2.20	-2.47		-2.20	-2.47	20199	17532.2
	Barbara		VET MED	Professor	SMALL ANIMAL SPEC	7.33	109123.00	N	-1.80	-2.01		-1.80	-2.01	20199	17532.2
	Charles		VET MED	Professor	SMALL ANIMAL SPEC	7.33	111800.00	N	-1.69	-1.89		-1.69	-1.89	20199	17532.2
	Dianne		VET MED	Professor	COMPARATIVE MEDIC	6.33	137098.00	N	-1.61	-0.71		-1.61	-0.71	20199	17532.2
	Eric		VET MED	Professor	DIAGNOSTIC AND POI	7.33	87541.00	Y	-1.33	#NULL!		-1.33	#NULL!	20199	17532.2
	Francesca		VET MED	Professor	INFECTIOUS DISEASES	5.33	107026.00	N	-1.16	-0.29		-1.16	-0.29	20199	17532.2
	Gordon		VET MED	Professor	SMALL ANIMAL SPEC	11.33	110319.00	N	-0.96	-1.07		-0.96	-1.07	20199	17532.2
	Helen		VET MED	Professor	LARGE ANIMAL SPEC	5.33	102355.00	N	-0.95	-0.50		-0.95	-0.50	20199	17532.2
	Issac		VET MED	Professor	INFECTIOUS DISEASES	3.33	110150.00	Y	-0.94	#NULL!		-0.94	#NULL!	20199	17532.2
	Joan		VET MED	Professor	INFECTIOUS DISEASES	10.50	119328.00	Y	-0.89	#NULL!		-0.89	#NULL!	20199	17532.2
	Kurt		VET MED	Professor	DIAGNOSTIC AND POI	26.33	98272.54	N	-0.85	-0.87		-0.85	-0.87	20199	17532.2
	Leslie		VET MED	Associate P	DIAGNOSTIC AND POI	5.33	90848.00	N	-0.84	-0.94		-0.84	-0.94	20199	17532.2
	Mark		VET MED	Associate P	SMALL ANIMAL SPEC	1.33	80009.00	N	-0.82	-0.92		-0.82	-0.92	20199	17532.2
	Nicole		VET MED	Professor	INFECTIOUS DISEASES	10.50	121263.00	N	-0.82	-0.23		-0.82	-0.23	20199	17532.2
	Otis		VET MED	Associate P	DIAGNOSTIC AND POI	11.33	92875.00	N	-0.75	-0.84		-0.75	-0.84	20199	17532.2
	Petra		VET MED	Professor	INFECTIOUS DISEASES	10.50	126634.00	N	-0.60	0.02		-0.60	0.02	20199	17532.2
	Quincy		VET MED	Professor	LARGE ANIMAL SPEC	10.50	117015.00	N	-0.56	-0.18		-0.56	-0.18	20199	17532.2
	Regina		VET MED	Professor	INFECTIOUS DISEASES	28.33	148498.00	N	-0.52	-1.00		-0.52	-1.00	20199	17532.2
	Steve		VET MED	Professor	DIAGNOSTIC AND POI	15.33	107654.00	N	-0.49	-0.96					
	Tanya		VET MED	Assistant P	INFECTIOUS DISEASES	4.33	70487.00	N	-0.46	-0.53					
	Urban		VET MED	Professor	LARGE ANIMAL SPEC	22.33	131589.00	N	-0.44	-0.31					
	Veronica		VET MED	Associate P	COMPARATIVE MEDIC	10.50	90305.00	N	-0.43	-0.49					
	Walter		VET MED	Professor	LARGE ANIMAL SPEC	20.33	131223.00	N	-0.38	-0.19					
	Xavier		VET MED	Professor	COMPARATIVE MEDIC	33.50	157471.00	N	-0.32	-0.55					
	Young		VET MED	Professor	DIAGNOSTIC AND POI	7.33	112537.00	Y	-0.31	#NULL!					
	Zelda		VET MED	Associate P	SMALL ANIMAL SPEC	7.33	92385.00	N	-0.28	-0.32					
	Angel		VET MED	Associate P	PHYSIOLOGY	2.33	112543.00	N	-0.25	-0.28					
	Benson		VET MED	Assistant P	COMPARATIVE MEDIC	5.33	76747.00	N	-0.25	-0.28					
	Carla		VET MED	Associate P	INFECTIOUS DISEASES	5.33	94820.00	N	-0.24	-0.27					
	David		VET MED	Assistant P	LARGE ANIMAL SPEC	6.33	89952.00	N	-0.23	-0.25					
	Esther		VET MED	Professor	DIAGNOSTIC AND POI	38.50	112981.00	N	-0.21	0.38					
	Francis		VET MED	Associate P	SMALL ANIMAL SPEC	0.33	95696.00	N	-0.19	-0.21					
	Gertrude		VET MED	Associate P	SMALL ANIMAL SPEC	24.33	92606.00	N	-0.17	-0.19					
	Hormoz		VET MED	Associate P	COMPARATIVE MEDIC	11.33	98050.00	N	-0.16	-0.18					
	Ingrid		VET MED	Associate P	PHYSIOLOGY	8.33	108512.00	N	-0.15	-0.16					
	Jakub		VET MED	Professor	DIAGNOSTIC AND POI	18.33	116221.00	N	-0.13	-0.43					
	Karen		VET MED	Associate P	DIAGNOSTIC AND POI	1.33	108401.00	N	-0.12	-0.14					
	Leon		VET MED	Assistant P	LARGE ANIMAL SPEC	0.42	101500.00	N	-0.11	-0.12					
	Molly		VET MED	Associate P	LARGE ANIMAL SPEC	3.33	102787.00	N	-0.11	-0.12					
	Nemo		VET MED	Associate P	COMPARATIVE MEDIC	5.33	92382.00	N	-0.10	-0.12					
	Ophelia		VET MED	Assistant P	SMALL ANIMAL SPEC	1.42	89349.00	N	-0.09	-0.10					
	Percy		VET MED	Associate P	INFECTIOUS DISEASES	9.33	104772.00	N	-0.08	-0.09					
	Quinn		VET MED	Assistant P	SMALL ANIMAL SPEC	5.33	86587.00	N	-0.07	-0.08					
	Roger		VET MED	Assistant P	INFECTIOUS DISEASES	2.42	82824.00	N	-0.07	-0.08					
	Selena		VET MED	Professor	LARGE ANIMAL SPEC	1.33	120289.00	N	-0.06	0.59					
	Thomas		VET MED	Assistant P	COMPARATIVE MEDIC	0.42	82000.00	N	-0.06	-0.07					
	Ursula		VET MED	Professor	COMPARATIVE MEDIC	24.33	167568.00	N	-0.06	0.17					
	Vernon		VET MED	Assistant P	INFECTIOUS DISEASES	11.33	70651.00	N	-0.06	-0.06					
	Wendy		VET MED	Associate P	INFECTIOUS DISEASES	0.33	91919.00	N	-0.05	-0.06					
	Xander		VET MED	Assistant P	DIAGNOSTIC AND POI	0.42	85000.00	N	-0.05	-0.06					
	Yasmin		VET MED	Assistant P	DIAGNOSTIC AND POI	4.33	91071.00	N	-0.05	-0.05					
	Zane		VET MED	Professor	PHYSIOLOGY	5.50	144098.04	N	-0.05	0.00					
	xxxx		VET MED	Associate P	LARGE ANIMAL SPEC	9.00	95344.00	N	-0.04	-0.05					
	xxxx		VET MED	Professor	PHYSIOLOGY	27.33	104566.00	N	-0.04	0.00					
	xxxx		VET MED	Assistant P	COMPARATIVE MEDIC	5.33	81838.00	N	-0.04	-0.04					
	xxxx		VET MED	Assistant P	INFECTIOUS DISEASES	2.00	84599.00	N	-0.02	-0.02					
	xxxx		VET MED	Assistant P	PHYSIOLOGY	4.25	100979.00	N	0.00	0.00					
	xxxx		VET MED	Special Ser	INFECTIOUS DISEASES	4.33	65454.48	N	0.00	0.00					
	xxxx		VET MED	Assistant P	LARGE ANIMAL SPEC	15.33	82550.00	N	0.01	0.01					
	xxxx		VET MED	Professor	LARGE ANIMAL SPEC	14.33	134810.00	N	0.01	0.38					
	xxxx		VET MED	Associate P	LARGE ANIMAL SPEC	21.33	77162.00	N	0.01	0.01					
	xxxx		VET MED	Associate P	PHYSIOLOGY	37.50	80364.00	N	0.01	0.02					
	xxxx		VET MED	Assistant P	COMPARATIVE MEDIC	1.42	83752.00	N	0.02	0.02					
	xxxx		VET MED	Assistant P	SMALL ANIMAL SPEC	2.33	91543.00	N	0.03	0.03					
	xxxx		VET MED	Assistant P	INFECTIOUS DISEASES	1.42	86700.00	N	0.03	0.03					
	xxxx		VET MED	Assistant P	COMPARATIVE MEDIC	2.42	83954.00	N	0.03	0.04					
	xxxx		VET MED	Associate P	SMALL ANIMAL SPEC	0.33	101394.00	N	0.04	0.05					
	xxxx		VET MED	Associate P	INFECTIOUS DISEASES	3.33	98860.00	N	0.05	0.05					
	xxxx		VET MED	Associate P	SMALL ANIMAL SPEC	25.33	97878.00	N	0.05	0.06					
	xxxx		VET MED	Professor	LARGE ANIMAL SPEC	0.33	122377.00	Y	0.06	#NULL!					
	xxxx		VET MED	Assistant P	INFECTIOUS DISEASES	4.33	83470.00	N	0.07	0.07					
	xxxx		VET MED	Assistant P	INFECTIOUS DISEASES	5.00	82914.00	N	0.08	0.09					
	xxxx		VET MED	Professor	PHYSIOLOGY	15.50	129211.23	Y	0.09	#NULL!					
	xxxx		VET MED	Assistant P	DIAGNOSTIC AND POI	2.33	92012.00	N	0.10	0.11					
	xxxx		VET MED	Assistant P	COMPARATIVE MEDIC	4.33	86075.00	N	0.13	0.14					
	xxxx		VET MED	Assistant P	INFECTIOUS DISEASES	3.83	85729.00	N	0.13	0.14					
	xxxx		VET MED	Associate P	COMPARATIVE MEDIC	6.33	99349.00	N	0.13	0.15					
	xxxx		VET MED	Associate P	LARGE ANIMAL SPEC	3.33	108660.00	N	0.13	0.15					
	xxxx		VET MED	Assistant P	SMALL ANIMAL SPEC	3.33	93411.00	N	0.14	0.15					
	xxxx		VET MED	Associate P	INFECTIOUS DISEASES	1.33	98280.00	N	0.14	0.16					
	xxxx		VET MED	Assistant P	LARGE ANIMAL SPEC	5.00	101406.00	N	0.16	0.18					
	xxxx		VET MED	Assistant P	COMPARATIVE MEDIC	5.33	86946.00	N	0.17	0.19					
	xxxx		VET MED	Assistant P	LARGE ANIMAL SPEC	3.42	103927.00	N	0.17	0.19					
	xxxx		VET MED	Associate P	INFECTIOUS DISEASES	9.33	111018.00	N	0.18	0.20					
	xxxx		VET MED	Associate P	COMPARATIVE MEDIC	3.33	97853.00	N	0.21	0.24					
	xxxx		VET MED	Associate P	DIAGNOSTIC AND POI	5.33	116847.00	N	0.22	0.25					
	xxxx		VET MED	Associate P	SMALL ANIMAL SPEC	1.33	106110.00	N	0.24	0.27					
	xxxx		VET MED	Professor	LARGE ANIMAL SPEC	4.33	131211.00	Y	0.26	#NULL!					
	xxxx		VET MED	Associate P	SMALL ANIMAL SPEC	6.33	106070.00	N	0.27	0.30					
	xxxx		VET MED	Assistant P	INFECTIOUS DISEASES	5.33	88040.00	N	0.31	0.35					
	xxxx		VET MED	Associate P	DIAGNOSTIC AND POI	23.33	119504.00	N	0.35	0.39					
	xxxx		VET MED	Associate P	COMPARATIVE MEDIC	15.33	115099.00	N	0.35	0.39					
	xxxx		VET MED	Associate P	SMALL ANIMAL SPEC	2.33	109360.00	N	0.38	0.43					
	xxxx		VET MED	Associate P	PHYSIOLOGY	3.33	126998.00	N	0.38	0.43					
	xxxx		VET MED	Professor	INFECTIOUS DISEASES	5.33	146011.00	Y	0.43	#NULL!					
	xxxx		VET MED	Professor	LARGE ANIMAL SPEC	44.50	175479.00	N	0.46	0.20					
	xxxx		VET MED	Professor	COMPARATIVE MEDIC	17.33	183256.00	N	0.46	1.09					
	xxxx		VET MED	Associate P	SMALL ANIMAL SPEC	6.33	111148.00	N	0.48	0.54					
	xxxx		VET MED	Professor	DIAGNOSTIC AND POI	18.33	131486.00	N	0.49	0.27					
	xxxx		VET MED	Professor	DIAGNOSTIC AND POI	14.33	133317.00	N	0.55	0.17					
	xxxx		VET MED	Professor	DIAGNOSTIC AND POI	18.33	133533.00	N	0.57	0.37					
	xxxx		VET MED	Professor	DIAGNOSTIC AND POI	18.33	139706.00	N	0.82	0.65					
	xxxx		VET MED	Professor	DIAGNOSTIC AND POI	11.33	141903.00	N	0.90	0.42					
	Star		VET MED	Associate P	DIAGNOSTIC AND POI	3.33	139230.00	N	1.14	1.27					
	Star		VET MED	Professor	INFECTIOUS DISEASES	21.33	185936.00	N	1.33	1.50					
	Star		VET MED	Professor	COMPARATIVE MEDIC	9.33	212394.00	Y	1.52	#NULL!					
	Star		VET MED	Professor	LARGE ANIMAL SPEC	4.33	163886.00	Y	1.60	#NULL!					
	Superstar		VET MED	Professor	SMALL ANIMAL SPEC	18.33	149182.00	N	2.01	2.25					
	SUPERSTAR		VET MED	Professor	INFECTIOUS DISEASES	5.58	213541.00	Y	3.17	#NULL!					
	SUPERSTAR!!!		VET MED	Professor	SMALL ANIMAL SPEC	2.92	288077.00	N	4.63	5.19					

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SALARY EQUITY REVIEW – CLEAN "DECODED" EXAMPLE ZOOM 1

GWID	First_Midd	Last_Nai	School1	RankClean	Department1	Yrs_in_Ran	Salary	Tenured_a	Full Model ZRE_1	Excluded Model ZRE_2	Intended Adjustment
	Alex		VET MED	Professor	SMALL ANIMAL SPEC	6.33	104059.00	N	-2.20	-2.47	
	Barbara		VET MED	Professor	SMALL ANIMAL SPEC	7.33	109123.00	N	-1.80	-2.01	
	Charles		VET MED	Professor	SMALL ANIMAL SPEC	7.33	111800.00	N	-1.69	-1.89	
	Dianne		VET MED	Professor	COMPARATIVE MEDIC	6.33	137098.00	N	-1.61	-0.71	
	Eric		VET MED	Professor	DIAGNOSTIC AND POI	7.33	87541.00	Y	-1.33	#NULL!	
	Francesca		VET MED	Professor	INFECTIOUS DISEASES	5.33	107026.00	N	-1.16	-0.29	
	Gordon		VET MED	Professor	SMALL ANIMAL SPEC	11.33	110319.00	N	-0.96	-1.07	
	Helen		VET MED	Professor	LARGE ANIMAL SPEC	5.33	102355.00	N	-0.95	-0.50	
	Issac		VET MED	Professor	INFECTIOUS DISEASES	3.33	110150.00	Y	-0.94	#NULL!	
	Joan		VET MED	Professor	INFECTIOUS DISEASES	10.50	119328.00	Y	-0.89	#NULL!	
	Kurt		VET MED	Professor	DIAGNOSTIC AND POI	26.33	98272.54	N	-0.85	-0.87	
	Leslie		VET MED	Associate P	DIAGNOSTIC AND POI	5.33	90848.00	N	-0.84	-0.94	
	Mark		VET MED	Associate P	SMALL ANIMAL SPEC	1.33	80009.00	N	-0.82	-0.92	
	Nicole		VET MED	Professor	INFECTIOUS DISEASES	10.50	121263.00	N	-0.82	-0.23	
	Otis		VET MED	Associate P	DIAGNOSTIC AND POI	11.33	92875.00	N	-0.75	-0.84	
	Petra		VET MED	Professor	INFECTIOUS DISEASES	10.50	126634.00	N	-0.60	0.02	
	Quincy		VET MED	Professor	LARGE ANIMAL SPEC	10.50	117015.00	N	-0.56	-0.18	
	Regina		VET MED	Professor	INFECTIOUS DISEASES	28.33	148498.00	N	-0.52	-1.00	

SALARY EQUITY REVIEW – UPDATE

- Sept. 2023 – SMHS (HS Only), SON and SPH
  - SMHS – 3 outliers, 1 adjustment
  - SON – 7 outliers; 3 adjustments
  - SPH – 14 outliers; 5 adjustments

- Sept. 2023– CCAS, ESIA, LAW, GWSB, GSEHD, SEAS (CPS excluded)
  - CCAS – 27 outliers (*10 Phys., 7 Soc., 10 Hum.); 4 adjustments
  - ESIA – 10 outliers; 5 adjustments
  - LAW – 7 outliers; 3 adjustments
  - GWSB – 7 outliers; 7 adjustments
  - GSEHD – 4 outliers; 5 adjustments
  - SEAS – 5 outliers; 4 adjustments

* CCAS divided into three cohorts: Physical Sciences, Social Sciences, Arts & Humanities

SALARY EQUITY REVIEW – LOOKING AHEAD

- Strategic Direction
  - Better understanding of the reasons for outlier status; build more complete picture
  - Improved mentorship/advocacy of department chairs and deans
  - Review methodology
  - Additional variables or complementary analyses

CONTACT INFO

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